

SPECIAL REPORT

On
PROMOTIONS

INTRODUCTION

This month's Special Report reviews the promotions of staff personnel during calendar years 1961, 1962, and 1963. Then it portrays graphically, by selected grade levels and Career Services, the average time-in-grade and average age of personnel who were promoted, and also those who were not promoted, during these periods. In addition, the report contains comparative promotion data for calendar years 1958 thru 1963.

Statistics in this report were developed by Career Service, not component, since Career Services have the primary responsibility for promotions and play the major roles in administering the Agency's promotion program.

Because DD/S&T and the "R" Career Service are still relatively new, information about them is included only in the attached presentations showing overall Agency data.

This preliminary study makes no effort to assess the adequacy or effectiveness of Career Service promotion practices, policies, or programs. Instead, it is confined to a statistical presentation of the results of promotion practices in the Career Services under the three major Directorates during the years under review.

GENERAL

The attached charts deal principally with employees in grades GS-8 thru 15 and are designed primarily to provide comparisons, by Career Services, in the average age and time-in-grade of employees who were promoted during 1961-63, and also those who were not promoted during these periods but remained on duty as of 31 December each year.

By way of introduction for the more detailed charts, two line graphs have been made depicting annual promotion rates by Deputy Directorate for the 6 years 1958-1963, and two bar charts compare by Deputy Directorate the average age and time-in-grade of employees promoted and not promoted during 1961-63.

Observations are keyed to each of the TABS listed in the next section.

CHARTS AND OBSERVATIONS

TAB A

Chart 1 - Annual Promotion Rates [all grades] by Major Career Service Group (1958 thru 1963)

Chart 2 - Same as 1, but covers only grade group GS-8 thru 15

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1. After a persistent downward trend from 1958 thru 1960, the Agency's overall promotion rates (i.e., for all grades) moved sharply upward during the past 3 years. (See Chart 1)
2. The high overall promotion rate in DDS in 1958 and 1959 is partly due to the inclusion of JOT promotions during those 2 years. In succeeding years, JOT promotions are reflected in the Agency rate but not in that of any Deputy Directorate. (Chart 1)
3. Throughout the 6 years 1958-63, overall promotion rates in DDI and DDS remained fairly close, but rates in the Clandestine Services were consistently and noticeably lower. (Chart 1)
4. When comparisons in promotion rates are limited to the GS-8 thru 15 grade grouping (Chart 2), sharper differences among the 3 Directorates can be observed, with DDI having the highest rate in each of the 6 years, and the Clandestine Services lagging well behind DDS in 3 of the 6 years.

TAB B

Chart 1 - Comparison of Average Age of Staff Employees /all grades/ Promoted and Not Promoted (1961 thru 1963) by Major Career Service Group

Chart 2 - Same as 1, except comparison is of average Time-in-Grade

Observations

1. Chart 1 reflects no significant difference, either by year or by Deputy Directorate, in the average age of staff personnel (all grades being combined into one average) who were promoted, or those who were not promoted, during 1961-63.
2. It is interesting to observe that even less variation in average age is found when the grade group is restricted to GS-8 thru 15:

<u>Staff Personnel</u> <u>GS-8 thru 15</u>	<u>Average Age</u>		
	<u>1963</u>	<u>1962</u>	<u>1961</u>
<u>Promoted</u>			
Agency	36	36	35
DDI Group	35	35	35
DDS Group	36	36	35
DDP Group	36	36	36
<u>Not Promoted</u>			
Agency	41	41	40
DDI Group	42	42	41
DDS Group	40	39	40
DDP Group	41	41	40

3. Not much difference by year or Deputy Directorate can be noted in the average time-in-grade of employees (all grades) promoted, and not promoted during 1961-63 (Chart 2). And here, too, the variance

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shrinks when the grade group is restricted to GS-8 thru 15:

Staff Personnel GS-8 thru 15	Average Time-in-Grade		
	1963	1962	1961
Promoted	Yrs Mos	Yrs Mos	Yrs Mos
Agency	3 - 3	3 - 6	3 - 2
DDI Group	2 - 7	3 - 0	2 - 9
DDS Group	3 - 7	3 - 5	3 - 5
DDP Group	3 - 9	4 - 3	3 - 11
Not Promoted			
Agency	4 - 5	4 - 5	4 - 4
DDI Group	4 - 6	4 - 8	4 - 5
DDS Group	4 - 4	4 - 4	4 - 4
DDP Group	4 - 7	4 - 6	4 - 4

TABS C and D

"C" Charts 1, 2, & 3 - Average Age of Staff Personnel Promoted by GS Grade 15-8 -- by Major Career Service Group -- 1963, 1962, 1961

"D" Charts 1, 2, & 3 - Same as "C", except comparison is of average Time-in-Grade

Observations

1. TABS C and D present essentially the same kind of promotion information as TAB B except that it is broken down so promotion rates of the Deputy Directorates can be examined separately for each grade from GS-8 thru 15 during the 3 years under review. A number of interesting variations can be found in the charts but meaningful patterns are not easily observed.

2. Perhaps the most useful observation to make is that TAB C reflects, we believe, that the Agency has now achieved the kind of "stair step" arrangement in its age-grade relationships that characterizes established Career Services. On the 1963 chart, the blue columns (for Agency average ages by grade) follow the kind of orderly progression upward from GS-8 to GS-15 that we have come to expect. However, a backward glance at 1962, and particularly at 1961, tells us that this was not always so and suggests that our present "symmetry" denotes healthy progress in our competitive promotion system.

TABS E and F

"E" Charts 1 - 8 - Average Age and Time-in-Grade of Staff Personnel Not Promoted -- by Career Service -- 1961, 1962, 1963 (1 chart for each grade GS-8 thru 15)

"F" Charts 1 - 8 - Same as "E", but covers employees promoted

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Most of the real "meat" of this report is to be found in TABS E and F. They should be examined with some care, for here it is that comparisons are made not only by separate grades but also by individual Career Services. Since each reader may have somewhat different interests, instead of trying to point out all the distinctions that appear in the TABS, we have confined our observations to rather general ones and rely on the reader to supplement them, as he wishes, by his own analysis.

1. Some Career Services may have very few employees at certain of the grades shown in TABS E and F. This is especially true of the higher grades and is often the explanation for sharp "variations in pattern" that appear.

2. In general, variations in age-grade relationships among the individual Career Services are rather small. Even so, it is fairly easy to identify those Services that form the two edges of the spectrum. On the "low" side are such favorably situated Services as the Medical Staff, Commo, Security, ONE, NPIC, and ORR. On the "high" side are Services such as Logistics, Finance, Personnel, OBI, OO/C, [REDACTED] and the former FDD.

STATSPEC

3. Variations in time-in-grade among employees of the individual Career Services are pretty good indicators of promotion opportunities available to them during the past 3 years. These variations, in TAB E particularly, show where promotion "congestion" has occurred in the more stable Services and, conversely, where more than normal "headroom" has existed in the expanding or high-turnover Services.

4. Despite substantial "headroom" in many Career Services, very few employees above GS-10 are recipients of rapid promotions. The following table illustrates the point:

<u>Grade from Which Promoted</u>	<u>% of Employees Promoted Within 1 Year or Less</u>			<u>% of Employees Promoted Within 18 mos. or Less</u>		
	'63	'62	'61	'63	'62	'61
GS-8	45%	44%	44%	64%	65%	65%
GS-9	24	14	9	52	32	22
GS-10	49	45	48	83	69	74
GS-11	3	2	3	15	14	11
GS-12	3	-	1	8	3	3
GS-13	2	-	-	3	2	3
GS-14	1	-	-	2	-	-
GS-15	-	-	-	-	3	-

SUMMARY

Notwithstanding the wide latitude that individual Career Services have in

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connection with promotions, and the substantial variations in "headroom" among them, there is surprisingly little difference in age-grade relationships throughout the Agency.

Thus, in terms of age, CIA employees at all levels from GS-8 to GS-15 are advancing at about the same pace irrespective of their career fields. Whether this is the product of thoughtful actions stimulated at senior Agency levels or is merely chance cannot be determined from statistics alone. However, the statistics do point up the continuing challenge that top management faces to balance the scales of opportunity among separate career groups. And they highlight the significance of the cross-component moves practiced within DDS, the vacancy notice system in DDI, and the broad competitive promotion system in DDP, all of which are designed to tap concentrations of talent in "congested" Services and maintain reasonable equilibrium in promotion opportunity regardless of component.

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